

# MASTER OF SCIENCE IN HEALTH AND SOCIAL CARE SERVICES MANAGEMENT

## 1. GENERAL

<b>SCHOOL</b>	ADMINISTRATIVE, ECONOMICS AND SOCIAL SCIENCES		
<b>DEPARTMENT</b>	BUSINESS ADMINISTRATION		
<b>DIVISION</b>	MANAGEMENT OF HEALTH AND SOCIAL CARE SERVICES		
<b>LEVEL OF STUDIES</b>	POSTGRADUATE		
<b>COURSE CODE</b>	MDYP 2-1	<b>TOPIC SEMESTER</b>	1η B'
<b>COURSE TITLE</b>	<b>ORGANIZATIONAL CHANGE AND DEVELOPMENT OF HEALTH SERVICES AND SOCIAL CARE</b>		
<b>INDEPENDENT TEACHING ACTIVITIES</b> if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits	<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>	
Lectures and Research Essay	<b>4</b>	<b>7.5</b>	
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
<b>THEORY - LABORATORY</b>		<b>4-0</b>	
<b>Semester workload</b>		<b>156</b>	
<b>COURSE TYPE</b> general background, specialised area, skills development	<b>SPECIALIZED AREA</b>		
<b>UNIT TYPE</b>	<b>COMPULSORY</b>		
<b>PREREQUISITE COURSES:</b>	-		
<b>LANGUAGE OF INSTRUCTION AND EXAMINATIONS:</b>	GREEK		
<b>IS THE COURSE OFFERED TO ERASMUS STUDENTS?</b>	NO		
<b>COURSE WEBSITE (URL)</b>	<a href="https://healthcare-management.uniwa.gr/">https://healthcare-management.uniwa.gr/</a>		

## 2. LEARNING OUTCOMES

<b>Learning outcomes</b>
<i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.</i>
<i>Consult Appendix A</i>
<ul style="list-style-type: none"> <li><i>Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area</i></li> </ul>

- *Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B*
- *Guidelines for writing Learning Outcomes*

The aim of the course is:

- highlighting the importance of organizational change and organizational development as part of organizational reality,
- the development of specialized knowledge, skills and competences by postgraduate students in the field of organizational change and development,
- the development of knowledge and skills at a high level through the deepening of postgraduate students in the complex concepts of organizational change and development,
- the development of the ability to apply professional skills,
- understanding, consolidating and practicing the models of organizational culture, organizational change and organizational development, and finally
- the formation and exercise of a critical spirit on issues that are of direct interest to the daily operation of health and social protection organizations.

In today's global, competitive and chaotic environment, with changing economic and social developments, challenges and constraints, organizations are called upon to adapt, change goals and strategies, and transform into organizations of continuous development. Especially in a complex business environment, health and social care organizations, which play a fundamental role in the functioning of societies, are called upon to overcome any organizational and administrative dysfunctions and to evolve into learning organizations with main components the quality and safety of patient-users.

After successful completion of this course students will be able to:

- Understands organizational change and development in its broadest theoretical concept and application,
- Improves his knowledge, in the research methodology, in the subject of organizational change and development of health and social care organizations,
- Understand and analyze the importance of personal change in achieving an organization's goals,
- Examine, manage and formulate judgments in the processes of change in the internal and external environment,
- Identify models of organizational change and organizational development and propose the appropriate model depending on the stage the organization is at,
- Evaluate the types of organizational culture in health and social care organizations and manage the organization's subcultures,
- Collect and analyze information and data in change and development programs and make judgments about data,
- Analyzes the reasons for the resistance of organizational change in order to solve any problems that arise and lead the organization's teams to a common strategy of change and development,
- Evaluate the role of leadership in organizational change and development and understand the importance of the systemic approach in the way health and social care organizations are managed,
- Design and transform a health and social care organization into a continuous learning organization.

### General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

<i>Search for, analysis and synthesis of data and information, with the use of the necessary technology</i> <i>Adapting to new situations</i> <i>Decision-making</i> <i>Working independently</i> <i>Team work</i> <i>Working in an international environment</i> <i>Working in an interdisciplinary environment</i> <i>Production of new research ideas</i>	<i>Project planning and management</i> <i>Respect for difference and multiculturalism</i> <i>Respect for the natural environment</i> <i>Showing social, professional and ethical responsibility and sensitivity to gender issues</i> <i>Criticism and self-criticism</i> <i>Production of free, creative and inductive thinking</i> ..... <i>Others...</i> .....
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- Search, analysis and synthesis of data and information, using the necessary technologies
- Adapting to new situations
- Decision making
- Autonomous Work

- Teamwork
- Work in an interdisciplinary environment
- Respect for diversity and multiculturalism
- Generating new research ideas
- Demonstrate social, professional and ethical responsibility and sensitivity to gender issues
- Critical approach to social phenomena
- Promotion of free, creative and inductive thinking

### 3. SYLLABUS

The content of the course aims to improve the analytical and critical abilities of postgraduate students when applying modern management methods in health and social care organizations.

The course is divided into the following 13 sections:

1. The Organizational Environment of Health & Social Care Organizations
2. Conceptual Identification and Characteristics of Organizational Change and Organizational Development
3. Personal Change as a Success Factor of Organizational Change in Health and Social Care Organizations
4. Models of Organizational Change and their Implementation in Health and Social Care Organizations
5. From Resistance to Organizational Change. Resistance Bending Strategies. Internal and external Changes
6. Collection and Analysis of Information and Data in Change and Organizational Development Programs
7. Organizational Reform. Deep Change or Slow Death
8. The measurement and analysis of organizational culture models in health and social care organizations
9. The role of organizational culture in organizational change and development
10. Organizational Development and Evolution of Health and Social Protection Organizations into Learning Organizations
11. Vision, Risk and Creating Excellence in Health and Social Care Organizations
12. Organizational Development of Health and Social Care Organizations in the Globalized – Chaotic Environment.
13. Presentation of Group Projects.

Part of the course will include the consolidation of theory through the presentation and analysis of research papers and case studies. The issues that will be developed will refer to the organizational characteristics and environment of health and social care organizations, the measurement and analysis of organizational culture models, the ways of transforming an organization into a learning organization, the models of organizational change and the creation of excellence in health and social care organizations.

### 4. TEACHING and LEARNING METHODS - EVALUATION

<b>DELIVERY</b> Face-to-face, Distance learning, etc.	face to face learning in the classroom	
<b>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</b> Use of ICT in teaching, laboratory education, communication with students	Support of the learning process in theoretical and laboratory training with parallel use of ICT through the electronic platform e-class	
<b>TEACHING METHODS</b> The manner and methods of teaching are described in detail. Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical	<i>Activity</i>	<i>Semester workload</i>
	Lectures	39
	Presentation of special issues through inductive approach and analytical	20

<p>practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</p> <p>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</p>	discussion	
	Field Exercise, Presentation of specific exercises with real data of health and social care organizations	20
	Interactive teaching presentation of special topics through the inductive and deductive approach and detailed discussion of possible issues of an applied nature.	38
	Essay	
	Independent Study	39
	<b>Course total</b> (25 Hours of working per ECTS)	156
<p><b>STUDENT PERFORMANCE EVALUATION</b></p> <p>Description of the evaluation procedure Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</p> <p>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</p>	<p><b>Language of Evaluation: Greek</b></p> <ul style="list-style-type: none"> <li>• Final Exam (60%) which includes: <ul style="list-style-type: none"> <li>• Multiple Choice Questions</li> <li>• Development Questions,</li> <li>• Hypothetical Problem Solving and</li> <li>• Benchmarking of Theory Elements.</li> </ul> </li> <li>• Public Presentation of a written individual or group research paper (40%)</li> </ul>	

## 5. ATTACHED BIBLIOGRAPHY

### - Suggested bibliography:

- Goula A., (2014), Health Care Units Organizational Culture, Papazisis Publications
- Vakola M., Nikolaou I., (2012), Organizational Psychology & Behavior, Rosili Publications
- Zavlanos M., (2002), Organizational Behavior, Stamoulis Publications
- Chytiris L. (2001): Introduction to Organizational Behavior, Interbooks, Athens
- Bourantas D., 2002, Management, Benou Publications
- Sarris M. (2001): Sociology of Health & Quality of Life, Papazisis, Athens
- Kandas A. (1998), [Industrial-Organizational Psychology](#), ed. Greek Letters. (volumes 1,2,3), Athens
- Jones G.,(2010), Organizational theory,design, and change, 6 edition, Pearson
- Schein E., 2004, Organizational Culture and Leadership, Jossey-Bass
- Scott T., et al, (2003), Healthcare Performance and Organizational Culture, Radcliffe Medical Press
- Robbins S.P. (2004), "Organizational behaviour", (10th edition), Prentis Hall
- Bowbitch J.T., Buono A.S. (2005), "A primary in organizational behaviour", (6th edition), John Wiley, and. Fans
- Luthans F. (2005), "Organizational Behaviour", (10th edition), Macgrow Hill
- Cameron K., Quinn R., (2006), Diagnosing and Changing Organizational Culture, Jossey – Bass
- Deal T.E., Kennedy A.A. (1982), Corporate Cultures: The Rites and Rituals of Corporate Life, Addison-Wesley, Reading, Mass
- Deal T.E., Kennedy A.A. (1999), The New Corporate Cultures, Reading MA Perseus Books
- Handy C., (1995) Gods of Management: The changing work of Organizations, N.Y., Oxford

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- Handy, C. 1993, Understanding Organizations, Penguin, London.
- Hatch M, (1997), Organization Theory: Modern, Symbolic and Post Modern Perspectives, Oxford University Press,
- Hofstede G., (1991), Cultures and organizations. Intercultural cooperation and its importance for survival, London, Harper Collins Business
- Kotter J.P.& Heskett J.L.(1992), Corporate Culture and Performance, New York, Free Press

- *Related academic journals:*

- British Medical Journal-British Medical Association, London, ISSN. 0959-8138
- Group & Organization Management, Sage Publication, USA, ISSN. 1059-6011
- Health Policy, Economics and Management, Elsevier/Embase, London, ISSN. 0921-8068
- Health Policy-Elsevier, London, ISSN. 0168-8510
- International Journal for Quality in Health Care, Oxford Journals, UK, ISSN. 1353-4505
- Journal of Health Care Management, Foundation of the American College of Healthcare Executives USA, ISSN.10969012
- Journal of Health Management, Institute of Health Management Review, Sage Publication, USA, ISSN. 0972-0634
- Journal of Nursing Management, Wiley Online Library, ISSN: 1365-2834
- Journal of Organizational Change Management, Emerald Publication, ISSN: 0953-4814
- Leadership and Organizational Development Journal, Emerald Publication, ISSN: 0143-7739
- Medical Care Research and Review, Sage Publication, USA, ISSN. 1077-5587
- Organization Science, Institute for Operations Research and the Management Sciences (INFORMS), USA, ISSN. 1047-7039
- Quality Management in Health Care, LWW Business Offices, Philadelphia, Williams & Wilkins Publication, ISSN. 1063-8628
- The Academy of Management Review, Academy of Management, New York, ISSN.0363-7425
- The Lancet- Elsevier, London, ISSN. 0140-6736
- The Social Science Journal, Pergamon, London, ISSN. 0362-3319
- Archives of Hellenic Medicine, Athens Medical Society, Athens ISSN. 1105-3992
- Health Inspectorate, Mediforce, Athens, ISSN. 1105-9311
- Journal Medicine, BETA Publications, Athens, ISSN: 0019-0950
- Hellenic Journal of Nursing, Hellenic Nurses' Association, Athens, ISSN